



Enhancing Professional Military Education in the Horn of Africa

The Ethiopian Defense Command & Staff College Initiative

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Strategy...the science and art of employing the political, economic, psychological, and military forces of a nation or group of nations to afford the maximum support to adopted policies in peace or war.

—Merriam-Webster's Collegiate Dictionary, 10th edition

Strategic planning is a way of thinking. It is a process of defining a national strategy, or direction, and making decisions on allocating resources (capital and people) to pursue this strategy. In today's challenging economic environment, employing the strategic planning process is critical for a nation to fully evaluate the impacts of its identified strategic ends, ways and means.

Since strategic planning takes place within a constantly changing environment, it is a dynamic process, not a static blueprint. Planners must take into account the shifting conditions and circumstances in the strategic environment, and the strategic choices made by other actors in the system. As a result there is a need for continuous reassessment to ensure appraisals and assumptions are still valid, and that ends, ways, and means are still in balance. When faced with the requirement to balance short-term needs with long-term goals, often there are no "best" or easy choices.

The importance of strategic planning in today's globalized, interconnected world cannot be overstated. It is especially critical for senior military officers to be familiar with this process. Small or emerging countries are not shielded from the downstream effects of manning, equipping, and resourcing decisions. Military modernization initiatives have domestic, regional, and international impacts on a nation's public, trade, finance, aid, and foreign policies. Awareness of these issues is especially important for nations within the U.S. Africa Command (USAFRICOM) region.



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Professional Military Education and the USAFRICOM Mission

A key aim of the USAFRICOM mission is to increase the capacity of African nations for improved security and stability. The principal security engagement tools employed to accomplish this goal are sustained military to military (mil-to-mil) programs. To succeed in the long term it is important to focus a great part of the effort on the training and education of tomorrow's African leaders. An excellent vehicle to accomplish this is for USAFRICOM to continue to leverage the relationships developed on the continent between the various professional military education institutions and their counterparts in the United States. The ongoing U.S. Army Central (USARCENT) effort to assist in establishing the Ethiopian Defense Command and Staff College (EDCSC) serves as an excellent illustration of the value of these relationships.



LTC Keith Everett, U.S. EDCSC Instructor team member, conducts mission analysis instruction for Batch-2 students

EDCSC: Building a Curriculum

Initiated in 2006, the EDCSC is a two year program for Ethiopian National Defense Force (ENDF) officers and military officers from neighboring countries. It combines general academic and military classes and leads to an accredited bachelor's degree. The second Batch (class) of 38 officers graduated in July 2009. While the general academic curriculum is standardized with the accrediting national institution, the military curriculum is still dynamic. Originally a U.S. government contract effort, in October 2007 USARCENT directed the assignment of U.S. Army Reserve (USAR) Command and General Staff College (CGSC) instructors to the task. At present there are five instructors (four U.S. Army and one U.S. Air Force) on-site with the mission to provide staff assistance and conduct instruction for the EDCSC. In June 2008, the U.S. Ambassador to Ethiopia, the Honorable David Yamamoto, declared that this is *"the most important of all U.S.-Ethio mil-to-mil programs...The future military leaders of the ENDF are being trained and directly influenced by this mission."* On October 1, 2009 U.S. Army Africa assumes responsibility for the mission.

Employing mobile training teams from U.S. professional military education institutions such as the U.S. Naval War College (USNWC), the U.S. Army War College (USAWC), and the U.S. Army CGSC, the U.S. instructor team has completely revamped the curriculum. The end product will be an "Ethio-centric" course based on the unique Ethiopian situation and built partially upon a foundation of U.S. doctrine. Although the recently graduated Batch-2 and the on-going Batch-3 courses are focused at the tactical to operational level, Batch-4 and beyond will concentrate on operational to strategic-level studies.

Ethiopia: National Security and the Economy

As with many other countries whose militaries possessed Soviet-era equipment, the Ethiopian military is in the process of modernizing its force, both intellectually and in regards to materiel systems. With a modest domestic defense industrial base, Ethiopia's *Foreign Affairs and National Security Policy and Strategy* mandates that the economic and defense sectors should benefit one another, and that factories designed for military purposes should also be geared to produce commodities needed by the civilian community. The goal is to reduce the negative impact of military spending on the economy.

In developing this guidance the Ethiopian security planners attempted to address both the pros and cons of defense spending. On the negative side defense spending may inhibit investments by competing for funds and impacting consumer and business spending. In many cases defense scientists and engineers produce goods that have little economic growth potential, but in their efforts may drive resource costs up, possibly creating an uncompetitive position in the world market. On the positive side, military research, development, test and evaluation efforts can provide basic and applied technology for civilian innovation and eventual growth. When this is available in a domestic base the economy

is strengthened and jobs are created. A well-planned strategy will seek to absorb any excess economic capacity that would otherwise lie idle.

The Ethiopian Defense Industrial Base

The objective is to take care of our defence requirements, primarily in terms of ammunition and partly in terms of armaments.

—Ethiopian Prime Minister Meles Zenawi, 2009

Although Ethiopia began manufacturing weaponry in the 18th century, its modern defense industry is traced to 1953 with the opening of the then-Emperor Haile Selassie ammunition factory built in cooperation with the government of Czechoslovakia. During the Derg Regime (1974-1991) serious attention was given to the development of a domestic defense industrial base. With support from the Soviet Union and other Eastern Bloc nations several defense factories were established. Some examples of the existing Ethiopian defense industry capability are:

- Hibret Machine Tools: Produces medium weapons for the Ethiopian National Defense Force. Its civilian output includes hand tools, hospital beds, aluminum saddles, and household and office furniture.
- Gafat Armament Engineering Complex: Produces a wide range of infantry equipment that meet the requirement of the Ethiopian National Defense Force.
- Homicho Ammunition Engineering Complex: Produces a wide range of ammunition ranging from light weapons to heavy mortars and artillery. It also produces various metal products that are inputs to civil industries.
- Bishoftu Motorization Engineering Complex: Repair and overhaul center for heavy armament, tanks and military vehicles.
- Dejen Aviation Engineering Complex (DAVEC): Center for overhauling and upgrading military aircraft.
- Nazareth Canvas and Garment Factory: Produces and supplies military uniforms, canvas, leather and strap products to the Ethiopian National Defense Force



Professor Bernard F. Griffard, U.S. Army War College, lectures on “Managing a Defense Industrial Base” at the Ethiopian Defense Command & Staff College in Addis Ababa.

Since 2007 management of these assets rests in the Ministry of National Defense’s Defense Industry Sector.

Economic Impacts of Defense Strategy Development

Given the importance of the domestic defense industry to Ethiopia’s execution of its national security strategy, the EDCSC Commandant, Brigadier General Dagnue Nagash, requested enhanced instruction on the relationship between defense strategy and the economy for the Batch-3 senior-level EDCSC course. This course is composed of General Officers and Colonels from both Ethiopia and Somaliland.

In response to this request the U.S. Army War College team of Professor Bernard F. Griffard and Professor John F. Troxell conducted a “Economic Impacts of Defense Strategy Development” seminar at the EDCSC on June 9, 2009 in Addis Ababa, Ethiopia. The focus of the seminar was the relationship between defense strategy development and the domestic and global economic environments. Special notice was taken of the positive and negative impacts of defense strategy on the domestic industrial base, and the economic instruments of trade, finance, aid, and policy. Also addressed was the relationship between future requirements and current needs. Given the reality that the military system you buy or build will be with you for a long time, management of all phases of the equipment life-cycle from

acquisition to retirement is critical if long-term readiness goals are to be met. The seminar was well received and opened the door for future discussions in this area.

Educating Tomorrow's Leaders



Colonel Tafere Abrha and Colonel Abdeta Shuma, EDCSC students, listen to USAWC presentation on the "Economic Impacts of Defense Strategy Development"

Institutions such as the EDCSC are valuable assets in addressing military professionalization and reinforcing military subordination to civilian leadership. As countries like Ethiopia wrestle with the proper roles for their political, economic, social, and military sectors they need a viable military-civilian decision-making forum where participants can address the relevant and the difficult issues of today in a non-threatening, academic environment. The EDCSC is an excellent venue to interject new ideas and assists the Commander, USAFRICOM, in directly influencing the future leaders of this key African nation. As responsibility for this cooperative effort transfers to U.S. Army Africa on October 1, 2009, it is important that this ongoing professional military education initiative maintain its momentum. The USAWC looks forward to future cooperative efforts in the region.

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